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4 August 1955

MEMORANDUM FOR: Director of Personnel

SUBJECT: Annual Report of Progress and Program Plans

DEVELOPMENT STAFF

1. Forwarded herewith is the Annual Report of Progress and Program Plans of the Development Staff as requested by your memorandum of 11 July 1955.

2. Tab A is a summary of the three sections of the above report.

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[REDACTED] Acting Chief, Development Staff

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DEVELOPMENT STAFF

ANNUAL REPORT OF PROGRESS AND PROGRAM PLANS

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DEVELOPMENT STAFF

REPORT OF PROGRESS AND PROGRAM PLANS

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DEVELOPMENT STAFF

Annual Report of Progress and Program Plans

SECTION I. MAJOR ACCOMPLISHMENTS AND SIGNIFICANT DEVELOPMENTS FROM (1 July 1954 to 30 June 1955.)

1. General

The Development Staff was operationally activated on 1 June 1955, with three persons detailed from the Career Service Staff. Official activation occurred 1 July 1955, and these persons were assigned to three of the five positions that comprise the Development Staff Table of Organization.

The Development Staff has as its mission:

- a. Monitoring the career planning function in the Agency and providing guidance to, and serving as a focal point for the interchange of information among, Career Boards and Panels and Career Management Officers in regard to the principles and techniques of career development.
- b. Monitoring and evaluating the performance of the individual Career Services to determine uniformity of performance and compliance with the intent and purpose of the CIA Career Council.
- c. Administering the Junior and Senior Career Development Programs.

In addition, the present Acting Chief performs the Recorder's function for the CIA Honor Awards Board.

The Staff's responsibilities can be divided functionally into four discrete areas of activity, and progress in each of these areas is reported below.

2. Monitoring the Career Planning Function in the Agency.

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- a. Upon activation the Staff assumed responsibility for initiation of Regulation [REDACTED] Career Development. Prior drafts of this Regulation had encompassed only the two special programs for career development

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which are administered by the Office of Personnel. These drafts had been prepared by the Planning and Analysis Staff (PAS), and were the product of extensive discussion by PAS technicians with representatives of the Placement and Utilization Division (PUD) and the Career Service Staff (CSS). The Development Staff has expanded the Regulation to cover the general area of career planning and development.

b. The Staff has participated in activities directed toward the planning of careers for members of the Personnel Career Service. While not the direct concern of the Staff, these activities, together with contacts with representatives of other Career Services on the subject of individual career planning, have provided excellent basic material which contributes to the formulation of policies and procedures for an Agency-wide individual career planning program.

c. No formal activity has taken place in connection with monitoring of career planning. The only progress that can be reported here is in research and liaison activity.

3. Monitoring and Evaluating the Performance of the Individual Career Services.

a. The basic approach to discharge of this responsibility is through receipt of information from the several Career Services regarding their activities. The CIA Career Council approved preparation and submission of quarterly reports by each Career Service to the Director of Personnel. PAS and CSS carried out this decision in February when each Career Service was requested to submit Quarterly Reports. The first reports were received in CSS in April and analysis thereof began. It was decided that summary reports would be prepared and distributed, but, because of the change-over in staff responsibilities, none were prepared for the January -- March reports.

b. The Staff has served as a clearing house for Career Service information since its inception, and has submitted such information upon request to various Career Services and Agency officials. This function has been to a great extent on an informal basis.

4. Administration of the Senior Career Development Program (SCD).

a. Transfer of responsibility for this function took place on 1 July 1955. The SCD Program had previously been administered by PUD, and before that by the Office of Training, although the Office of Personnel /CSS and PUD/ had participated to some extent in the matter of selection for the Program.

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b. Following is a report on participation in the program.

(1) From 1 July 1954 to 30 June 1955, 40 positions, 15 vouchered and 25 unvouchered, were available for utilization by participants in the program. During the period covered by this report 48 persons participated in the program. Of these, 38 were in training programs external to the Agency and under the sponsorship of the Office of Training. 10 were in rotation status within the Agency.

(2) As of 1 July 1955

(a) 31 participants were in the program, 25 in external training, and 6 in rotational assignments.

(b) Grade range of the 31 participants is 8 -- GS-9, 9 -- GS-11, 6 -- GS-12, 2 -- GS-13, 4 -- GS-14, and 2 -- GS-15.

(c) Major component breakdown is DD/I -- 15, DD/P -- 10, and DD/S -- 6.

c. A definite need, in connection with this program, is for a statement of policy which would provide guidance for operating components seeking utilization of the positions provided by the program, and for those responsible for selection for participation. This need is becoming increasingly apparent since the introduction of the Junior Career Development Program. The latter program which provides roughly the same benefits to participants is much more selective, and consequently, the "looseness" of the SCD Program has become more obvious. Conversely, this very "looseness" has diminished the appeal of the JCD Program since the "rewards" for selection can be equated while the criteria for selection cannot.

5. Administration of the Junior Career Development Program (JCD).

a. The JCD Program, introduced in May of 1954, was administered during the report period by PUD. Procedures for the selection process, and criteria upon which to base the selection were developed early in the period in cooperation with the Office of Training. It was decided that selection would be made on a quarterly basis and two selections were made during the year. These selections, made from a total of 30 applicants, resulted in 5 persons being chosen for participation. All told, 45 applications were received during the report period.

b. The program, while still in its infancy, has made considerable progress during the year. Shortcomings, however, are readily apparent from the relatively small numbers of candidates, and the still smaller numbers of participants.

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6. Honor Awards

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a. The Honor Awards Board prepared a revision of [REDACTED] Honor Awards, with the cooperation of PAS. The publication of this Regulation on 13 April 1955 [REDACTED] version is in coordination at present) gave official recognition to the four new Agency Medals on which work was also done during the year in so far as design, size, etc. are concerned.

b. The National Security Medals were physically received during the year, and presentation of some that were previously awarded was accomplished. The stature of the National Security Medal was considerably enhanced when in May, 1955 President Eisenhower presented one to J. Edgar Hoover with attendant publicity.

c. The Board refined the criteria for award of the several medals available to it, and, by preparation of staff studies, clarified several unresolved policy questions.

d. The Board received 25 recommendations for award during the period, and took action on 26 recommendations (including some held over from the previous year). The Board's recommendation was reversed in only one instance during the period, and this reversal was due to a change in Department of Defense policy re award of decorations to field grade officers since the termination of hostilities. Ten recommendations, forwarded by the Board during the period, have not as yet been acted upon.

SECTION II. OBJECTIVES FOR CURRENT YEAR AND STATUS OF CURRENT PROGRAM.
(1 July 1955 - 30 June 1956)

1. General

The Development Staff, officially activated as of 1 July 1955, began the current period with three persons aboard. The functional areas of responsibility outlined in Section I above are treated in this section with emphasis on present status and proposed plans for the current period.

2. Monitoring the Career Planning Function in the Agency.

a. Status of Current Program

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(1) Regulation [REDACTED] Career Development, which establishes a program requiring Individual Career Development Plans for all members of the CIA Career Staff is ready for working collaboration within the Office of Personnel prior to submission to the CIA Career Council for consideration.

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(2) The initial draft of a brochure on the CIA Career System to be distributed to all employees has been prepared by this Staff and plans are being formulated to publish other materials on career planning, counseling, and guidance.

(3) Work is being done in collaboration with other Staffs and Divisions in the Office of Personnel in the preparation of a Biographic Summary form, which, when used, provides a standardized summary of information on individuals. Proposals for use of this form by all Career Services and other officials in the Agency are being made.

b. Objectives for Current Year.

The Development Staff anticipates the following accomplishments:

(1) Recommending to the CIA Career Council policies and procedures for an Agency-wide Career planning and development program for individual employees, and assisting the Council in instituting personnel management techniques to implement such programs. Emphasis will be placed on developing a system for the preparation and implementation of Individual Career Development Plans.

(2) Providing information and guidance to Heads of Career Services and employees in regard to the principles and techniques of career planning and development. This involves the initiation and preparation of Agency issuances, staff studies and information media (brochures, handbooks, and articles in various house organs.) It is anticipated that various group conferences of Agency officials and possibly other Government officials, concerned with career programming, will be conducted to discuss problems and procedures of career development.

3. Monitoring and Evaluating the Performance of the Individual Career Services.

a. Status of Current Program

The Development Staff is presently preparing a six months' Summary Report of the activities of the various Career Services covering the period 1 January to 1 July 1955. Plans are being made to distribute these reports and other pertinent information to Heads of Career Services and to other officials concerned with career management. Staff members are conferring with representatives of the various Career Services in regard to their programs for Individual Career Development and are currently reviewing plans made by individuals in these Services.

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b. Objectives For Current Year

Objectives in this area, which it is hoped the Staff may at least in part achieve, include:

- (1) Preparation of periodic summary reports of the organizational structure, policies, procedures and accomplishments of the various Career Services for the Career Council. Obtaining and submitting as appropriate any additional information concerning the activities of the Career Services which may be required by the Director, the Council, or that are of interest to operating officials.
- (2) Collaborating with the Heads of Career Services, the Office of Training, Management Staff and the Personnel Assignment Division of the Office of Personnel in regard to analysis and evaluation of present career development techniques in order to effect career planning and development on an orderly and uniform (when necessary) basis.
- (3) Reviewing Individual Career Development Plans of employees to determine if Agency policy regarding individual career planning is being followed and the program is effective in developing the capabilities of Agency employees in terms of Agency personnel requirements.

4. Administration of the Senior Career Development Program (SCD)

a. Status of Current Program

The SCD Program presently consists of forty positions on the Table of Organization of the Office of Personnel. At the beginning of the period 31 persons were in the Program. The policies and procedures governing administration of the SCD Program are not formalized in Agency Regulatory issuances.

b. Objectives For Current Year

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- (1) First priority, aside from actual administration, is to formalize the policies governing the SCD Program and to adapt existing procedures (which though informal are relatively uniform) to conform. This will be accomplished by publication of Regulation [REDACTED] Career Development, or by a separate Regulation in the same series. Approval and publication of such a Regulation also will clarify the status of the SCD Program as contrasted to the JCD Program.

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(2) A second objective for the coming year is a complete analysis of the SCD Program from its beginning in 1952 as the Rotation Loan Program. This analysis would include review of records of all participants in the Program, would elicit information from all those connected with administration of the Program, and would include surveys of selected Agency personnel in regard to results achieved by the Program. This analysis might well serve to modify the regulatory material. An exhaustive analysis will take a sufficiently long period of time to preclude its completion before formalization of the generally recognized though informal policy that now governs.

(3) Another area of activity may well manifest itself during the coming year in connection with this Program. It is becoming apparent from contacts made with other offices in the Agency that as personnel ceilings are reached, external training becomes increasingly difficult because vacant positions are not available against which to assign replacements for persons in training. Increased activity on the part of operating components in seeking out "Training Slots" for these personnel is apparent, and it might well be that the SCD Positions will have reached maximum utilization before these demands are satisfied. This would point to an increase in the number of positions allocated to the Program. Such an increase would be the immediate concern of the Office of Training since participation in its external training programs would be affected by such a "position bind."

5. Administration of the Junior Career Development Program (JCD)

a. Status of Current Program

The JCD Program presently has five participants, and it is anticipated that approximately five additional participants will be selected in the current year. The ceiling on participants is thirty persons.

b. Objectives For Current Year

(1) Aside from actual administration of the program (which task will be increased in the coming year as new participants are chosen) plans for the year encompass such objectives as increased publicity for the program, publication of appropriate regulatory material which will give more "body" to the objectives, and administration of the Program.

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(2) Another objective is to improve the administrative controls of, and support for, participants in the Program. This will require close and continuing liaison with the individuals in the Program, and with those officials concerned with the implementation of each individual's plan. To date this has been on a relatively informal basis, but as the number of participants increases, more formalized controls and liaison will necessarily be introduced.

6. Honor Awards

a. Status of Current Program

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The Honor Awards Board, reorganized as a result of publication of Regulation [REDACTED] Honor Awards, is waiting formal approval of members and alternates before resuming business.

b. Objectives For Current Year

(1) In the coming year it is expected that the number of recommendations for honor awards will increase substantially. This expectation derives from three activities of the past year, namely, publication of a revised headquarters Regulation, the preparation of a [REDACTED] and the announcement of the four new awards that have been approved. This increase in workload may be tempered somewhat by the fact that backlogs of recommendations (for action in [REDACTED] etc.) have probably cleared the Area Divisions.

(2) Other objectives for the coming year include liaison with the Bureau of the Mint on production of the four new Agency awards, the initiation of a system of announcement of awards made, and refinement and recordation of criteria for awards. The increase in representation on the Board (from three members to six members and alternates) also will increase the clerical work load in connection with Board activities.

SECTION III. PROGRAM OUTLOOK FOR BUDGET YEAR. (1 July 1956 - 30 June 1957)

1. General

Assuming that the objectives set forth in Section II can be achieved during the current period, the emphasis of Staff activities will shift in the budget year because the regulatory "base" will have been completed and emphasis will be placed on the actual functioning of the Career Service System. Projected activities are outlined below.

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2. Monitoring Career Development and Other Career Service Activity.

The functions involved in monitoring the career planning function of the Agency and monitoring and evaluating the performance of various Career Services will be performed with special emphasis on evaluating the career development programs. It is anticipated that this Staff will prepare guidance materials which maybe used by supervisors in counseling individuals, and also collect, prepare and distribute materials to individual employees regarding career opportunities in the Agency. Such materials will describe types of positions in major occupational areas including qualifications requirements for such positions. This function would be performed in collaboration with representatives of the Office of Training and PAD and PED of the Office of Personnel.

3. Junior and Senior Career Development Programs.

The functions here would be of administrative, liaison, and counseling character. It is to be anticipated that once individual career planning is effected throughout the Agency, the roles of the two special programs will become increasingly important. The establishment of career patterns with their demands for special training and rotational development will dictate participation in these programs in many instances. It is to be expected that because of the emergence of the Agency-wide career planning function, the programs will function as an integral part of the mechanism for the development of the more promising people.

4. Honor Awards.

No departure from current programming is anticipated in the Honor Awards area. As the program develops the recognition accorded the various awards should increase. It is anticipated that suitable material will be prepared enhancing this recognition. As a result of this, a normal increase in recommendations processed can be predicted.

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SUMMARY REPORT

SECTION I. MAJOR ACCOMPLISHMENTS AND SIGNIFICANT DEVELOPMENTS DURING
THE PERIOD (1 July 1954 - 30 June 1955)

The Development Staff in one month of operational existence during the report period devoted the major portion of its time to the following activities:

1. General

The Staff was occupied in the first weeks of its existence with activities inherently a part of the activation of a new entity. Certain activities, including support of the Executive Secretary of the CIA Career Council, preparation of a brochure on the CIA Career System, and others peripherally connected with the Career Staff selection function were continued.

2. Monitoring the Career Planning Function in the Agency.

Activities in this area consisted mainly of reworking the draft Regulation [REDACTED] Career Development, which had been originated in PAS. Work was also done in support of the concept as it applies to the Personnel Career Service.

3. Monitoring and Evaluating the Performance of the Individual Career Services.

This activity, carried over from the Career Service Staff, was formalized during the period so as to require Quarterly Reports of the several Career Services. These reports (the first group which were received during the period) represent the formal techniques whereby the Director of Personnel's responsibility in this connection is being carried out. Progress and refinement of this method of monitoring the activities of the Career Services can be reported, but, since the function is quite new, no documentation can be presented as to its effectiveness. It was decided that a summary report will be prepared by the Staff and distributed to the several Career Services after each quarterly period.

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4. Administration of the Junior and Senior Career Development Programs.

This responsibility was assumed at the end of the report period. Since this activity already was a "going concern" the Staff proceeded to administer the Programs. Staff activities in connection with the Programs consisted of incorporation of regulatory material on the Programs in the Regulation cited in 2. above.

5. Honor Awards.

The Honor Awards Board, besides carrying out its regular function of consideration of recommendations, prepared several staff studies during the period in an attempt to resolve certain policy matters. It also participated in the formulation of the revision of [REDACTED] Honor Awards, which provides for reorganization of the Board and gives official recognition to the four new Agency medallions designed and approved in 1954.

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SECTION II. OBJECTIVES FOR CURRENT YEAR AND STATUS OF CURRENT PROGRAM.
(1 July 1955 - 30 June 1956)

1. General

The Development Staff, officially activated at the beginning of the current period, began planning its activities for carrying out the responsibilities assigned to it. The current status and plans in those areas where the Staff has assumed responsibilities previously carried out by other elements in the Office of Personnel, and plans for those new areas of responsibility assigned to it are outlined below.

2. Monitoring the Career Planning Function in the Agency.

The career planning function, an integral part of the Career Program since its inception, is delegated to the several Career Services for implementation. At the present time more uniform policy for formal career planning throughout the Agency is necessary. This Staff is engaged in preparing regulatory material to achieve this goal. It is proposed that during the current year, this as well as other informative material on career planning and the career system will be prepared in conjunction with other interested groups. The development of techniques for individual career planning, and methods of monitoring and implementing these plans will be emphasized during the current year.

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3. Monitoring and Evaluating the Performance of the Individual Career Services.

At present, quarterly reports from the Career Services are received by this Staff and a summary report is being prepared for the first half of 1955. Subsequent summaries and other reports deemed necessary will be prepared. It is anticipated that further personal liaison and active collaboration with those responsible for career service activities will supplement the reporting responsibilities of the Staff and expand upon its monitoring and liaison functions.

4. Administration of the Junior and Senior Career Development Programs.

The first priority in connection with these Programs is the continuation of the administrative responsibilities previously carried out by PUD of the Office of Personnel. The 36 persons presently participating in the Programs, as well as those that will be entering them during the period, will continue to receive the personal guidance and administrative support they require for carrying out their career plans.

In the Senior Program the primary need aside from actual administration is the formalization of Program policies and procedures. Another objective is the preparation of an analysis of the Program from its inception to determine its effectiveness and its anticipated course.

In the Junior Program priority will be given to the preparation of more extensive regulatory guidance for applicants. Further refinement of techniques for guiding participants after selection, also is an essential priority.

5. Honor Awards

The Honor Awards Program should continue much as it did in the past year with a possible increase in the flow of recommendations because of the increase in publicity for the Program and the existence of more decorations available for award. Continued liaison with the Bureau of the Mint on production of the four new Agency awards will also be of concern during the period.

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SECTION III. PROGRAM OUTLOOK FOR BUDGET YEAR. (1 July 1956 - 30 June 1957)

A projection of anticipated Staff activity for the period 1 July 1956 through 30 June 1957 assumes that programmed activity for the coming year has been accomplished. Once an Agency-wide career development program has been established, the major activities of the Staff will be directed into two distinct, but interdependent, channels. One will be to carry out the functions of monitoring, evaluating, and reporting career service activities. The other, with direction and emphasis dictated by the determinations derived from the results of the first, will consist of guidance and support for individual careerists through preparation of informational material for appropriate dissemination on the Career Service System. It is anticipated that other Staff activities, such as those connected with Honor Awards and the special career development programs, will continue.

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